

Strategic Plan for Rebuild America



Rebuild America Strategic Plan 2001-2010

rebuild america



OFFICE OF ENERGY EFFICIENCY AND RENEWABLE ENERGY
U.S. DEPARTMENT OF ENERGY
Buildings for the 21st Century

Vision

Communities across America that use energy efficiency and renewable energy to improve their lives at work, at home, and at play.

Mission

To build partnerships among communities, states, and the private sector to improve building performance and connect people, resources, ideas, and practices for energy solutions to community needs.

Strategic Plan

Executive Summary

Rebuild America began in 1994 with the mission to accelerate energy efficiency improvements in existing commercial, institutional, and multifamily residential buildings through private-public partnerships created at the community level.

Today, with over 300 partnerships in place, Rebuild America is helping communities across the country make sense of an often overwhelming array of options for building improvements and carry out the choices they've made. Partnerships are not limiting themselves to the renovation of existing buildings. Many are addressing new construction, with others expanding to include elements of land use planning, water and wastewater treatment, transportation systems, and the impacts of electric utility restructuring.

This Strategic Plan was initiated to refine the direction of Rebuild America in recognition of partnerships' growing interest in expanding beyond building improvements, and to better capture the value that energy efficiency brings as a community-wide engine for pollution prevention and sustainable economic growth. Written to guide Rebuild America through 2010, the Plan sets a broadened vision and mission, along with seven fundamental and supporting goals.

Fundamental Goals

GOAL 1 – Increase the number of high performance buildings

GOAL 2 – Help partnerships implement community-wide energy efficiency and renewable energy improvements

Supporting Goals

GOAL 3 – Provide technical assistance tools, resources, and services

GOAL 4 – Ensure a well-trained and sufficient force of program representatives

GOAL 5 – Leverage partnership support with public benefits funds and other fiscal resources

GOAL 6 – Ensure a viable and integrated network of strategic and business partners

GOAL 7 – Promote and market the program and partnerships

To learn more about Rebuild America, visit our web site at www.rebuild.org or e-mail:

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Rebuild America Clearinghouse at
252-459-4664.

RESULTS EXPECTED

Energy use savings (annual BTUs)

BY 2005

64 trillion

BY 2010

128 trillion

Total cost savings (annual dollars)

\$1 billion

\$2 billion

Square feet of building renovations (total)

3 billion

6 billion

Private investment generated (total)

\$4 billion

\$8 billion

Background, Vision and Mission

What is Rebuild America?

Communities value Rebuild America for its flexible, locally driven approach to energy efficiency. The program has grown and expanded significantly in five years and needs to clarify its mission, delivery mechanisms, and strategies. Rebuild America intends to be a single gateway for communities to access the wealth of resources, information and assistance available from U.S. Department of Energy (DOE) programs.

Rebuild America builds partnerships among communities, states and the private sector to connect people, resources, ideas and practices for energy solutions to community needs.

Using a nationwide network of community leaders, energy experts, and providers of efficient products and services, Rebuild America helps these partnerships form, design, finance, promote, and carry out energy solutions that improve building performance. The program also serves as a gateway to link communities with resources and services to assist them in using energy efficiency and renewable energy to address community-wide needs.

DOE is an active member of each partnership. Partnerships can receive on-site technical assistance and training at regularly scheduled national, regional and state workshops. Partnerships have continuing access to the expertise, reference resources, analytical tools and guidebooks available from DOE's national laboratories, key national associations, private business partners, and other Federal agencies.

Communities renovating and revitalizing their schools, housing, commercial buildings, colleges and universities, and municipal buildings are finding that energy efficiency enhances economic development, promotes



community livability, and protects the environment.

Rebuild America partnership members include local and state governments, school districts, economic development agencies, financial institutions, utilities, businesses, non-profit organizations, and individual community leaders. The Rebuild America resource network includes business partners, strategic partner organizations, national laboratories, and experts in energy, community development, and communications.

Vision and Mission

Rebuild America began with the mission to accelerate energy-efficiency improvements for existing commercial, institutional, and multi-family residential buildings through private-public partnerships created at the community level.

While this focus remains its primary emphasis, the program's expanded vision and mission recognize that many partnerships are seeking energy solutions to community needs that extend well beyond building improvements.

Vision: Communities across America that use energy efficiency and renewable energy to improve their lives at work, at home, and at play.

Mission: To build partnerships among communities, states, and the private sector to

improve building performance and connect people, resources, ideas and practices for energy solutions to community needs. Rebuild America's vision and mission are consistent with the Department of Energy's role of providing Americans with a stronger economy, a healthier environment, and a more secure future by increasing the efficiency of the nation's energy system. The vision and mission supports the Department's Office of Energy Efficiency and Renewable Energy (EERE) in its goal of facilitating the deployment of advanced energy efficiency and renewable energy technologies and practices.

Strengths

Partners and partnerships value Rebuild America for its flexible, community-focused, and results-oriented approach. They value the expertise offered through its technical assistance services, and perceive the program as a viable catalyst for positive community change. However, the ultimate success of the program will be measured by how well it fosters lasting energy-efficient communities.

Rebuild America has consistently sought and will continue to build its partnerships so that they include local leaders.

Success in creating more energy- and cost-efficient building practices must take advantage of local plans and responsibilities, and be carried out with strong participation and support from community-based government and business leaders.

This locally focused approach is both a strength and a difficulty for the program. Since each community leader creates a locally defined action plan to address their differing needs, wants and capabilities, each community partnership is unique. The partnership defines its own direction and identity, expands its scope beyond energy efficiency in buildings at its own pace, and writes comprehensive action plans that bring other community partners into their work. While

this strengthens and energizes the efforts of the community partnership, there is no standard approach to support every partnership.

Opportunities: Community-wide Solutions

Demand for holistic solutions to meet a wide range of local energy needs is increasing. Local, state, and private partners participating in Rebuild America partnerships have voiced the desire for an integrated set of performance guidelines and technical assistance resources that can address community-wide energy needs. Broader public policies for sustainable and energy-efficient community development through resolutions and ordinances are becoming increasingly common. Some partnerships, states and Regional Support Offices have already begun to use Rebuild America as an "umbrella" under which this integration can occur. The ENERGY STAR[®] guidelines for buildings jointly supported by DOE and EPA, and the Energy Smart Schools campaign are significant steps toward integration that Rebuild America will continue as a part of its evolving gateway mission.

Technology Advances

Technologies for energy-efficient equipment and controls have improved significantly over the past decade, and are complemented by dramatic communications enhancements.

Smarter systems with better integration and synergies among highly efficient individual components are likely to continue to reduce the price-per-unit of efficiency or renewable energy purchased. The system will also increase reliability and confidence in the persistence of savings.

Web-based communications, control and monitoring resources that aid both technical support and service quality will see radical enhancements.

Working in close cooperation with key Strategic and Business Partners, Rebuild America's portfolio and delivery of products and services will continue to aid the deployment of advanced technologies and management practices appropriate to meet a community's specific needs.

Challenges: Utility Restructuring

Utility restructuring will have profound effects on energy markets, delivery mechanisms and pricing signals over the next decade. These effects will be especially significant for electricity, with markets becoming increasingly competitive, promising greater consumer choice and lower energy prices.

While restructuring is likely to aid market entry for alternate renewable technologies, distributed generation, and green pricing protocols, the potential for energy price decreases could serve as a disincentive for investments in energy efficiency. Capturing opportunities and avoiding disincentives for energy efficiency as the utility market transforms will be a key challenge for Rebuild America and its community partnerships.

Key Issues

Rebuild America must address several key issues in defining the goals, objectives and strategies in this Plan.

Value: How can Rebuild America provide value to its evolving and expanding community partnerships?

Partners and partnerships value Rebuild America for its flexible, community-focused and results-oriented approach. They value the expertise offered through its technical assistance services, and the easy ability to access experts from national laboratories, private businesses, and experienced peers. Partners and partnerships also perceive the program as a viable catalyst for change and as a platform on which they can integrate and manage a variety of locally defined energy ini-

tiatives. The RBA program must continue to strengthen its services, materials and approach to increase the value experienced by Rebuild America partnerships.

Service: How can the program maintain an excellent level of service to partnerships and measure that level of service?

Program representatives are the key element in ensuring that sound relationships are built with community partnerships, and that high-quality services are delivered to them. The skills, workloads and talents of program representatives must be commensurate with partnership needs.

The Plan's objectives and strategies must ensure that program representatives possess these requisite skills, have balanced workloads, and continuing access to high-quality support services from all elements of the Rebuild America program.

However, the expanding scope of many partnerships and their rate of growth has caused a demand for increased assistance services that threatens to overload the response capabilities of program representatives and technical staff.

Focus and Leverage: Given the program's broad mission, how can Rebuild America focus its efforts to have the greatest impact and how do we reach customers likely to embrace change?

Continuing increases in the number of the program's partnerships, coupled with their expanding scope, will place heavier demands, on Rebuild America's limited staff and funding base.

As the program proceeds, it must carefully consider the activities it supports, with strong attention placed on the application of resources toward those most likely to have the greatest lasting impact.

Additionally, this Plan assumes that core funding for the Rebuild America program will grow much slower than will demand from

partnerships for the program's services. The Plan must include approaches to leverage Rebuild America's limited financial resources.

Change: How can the program plant and cultivate the seeds for sustained change to ensure that city planners, builders, architects and consumers make the connection between energy, pollution prevention, and the built environment?

Projects and programs supported by Rebuild America, its partners, and its partnerships result in efficiency improvements. But spreading and sustaining those improvements beyond the program will require a new generation of practitioners and consumers who see energy efficiency and renewable energy as "business-as-usual."

Transformation of mindsets and markets through education and training from primary school through higher education is a key element in shaping and sustaining that change.

Results: How can the program credibly document its successes and communicate results effectively to stakeholders?

Valid and credible data that show savings and results is essential to ensure tracking of the program, in-stream revisions to improve it, and continuing financial support.

Data must be captured and regularly updated both for individual partnerships and for the aggregate program. This data should be complemented with case studies and shorter success stories from high-performing partnerships that can encourage replication.

The Plan must outline means to document and widely communicate these results. Currently, objective measures of progress are incomplete. Individual success stories abound, but more complete documentation of strategies and methods, accompanied by numeric, project-specific and aggregate data on realized energy and dollar savings,

investments made, and buildings improved is needed. A major effort is ongoing to collect and verify this information and to ensure regular reporting and updates as the program proceeds.



Goals & Objectives

Fundamental Goals, Objectives and Strategies

Rebuild America will advance its mission by working with stakeholders in communities, their national associations, private firms, and other Federal agencies to deliver targeted services that can improve community-wide energy efficiency.

Built around a consistent process and message, this approach will enable the program to provide effective assistance and tools that can be used by local partnerships to meet their real-world needs.

The seven fundamental and supporting goals address the strengths, challenges and issues described earlier. Specific objectives and strategies are defined for each goal.

Goal 1 - Increase the Number of High-Performance Buildings

Objective 1: By 2005, Rebuild America partnerships will be involved collectively in at least 3 billion square feet of building renovations, increasing to at least 6 billion square feet by 2010.

Objective 2: By 2005, at least 500 buildings of diverse types within Rebuild America partnerships will have ENERGY STAR labels, increasing to at least 1,000 labeled buildings by 2010.

Objective 3: By 2005, at least 50% of all partnerships will have completed a minimum of one major building renovation project, with this proportion growing to 75% by 2010.

Strategies

Develop and annually update regional implementation plans that have realistic square footage targets proportional to the stated objectives. Reach those targets by defining specific strategies for recruiting partnerships and partners, for assisting them in developing Action Plans, and for delivering the program's products, services, training and workshops.

Continue to build and maintain a strong State network for marketing the program and delivering services to partnerships. Foster and maintain that network through a strong cooperative relationship with the National Association of State Energy Officials (NASEO). Ensure that all States are fully engaged to lead and support Rebuild America as an integral part of DOE's State Energy Program.

Throughout the planning period, maintain a target of at least 25% energy-efficiency improvement in building renovation projects relative to current levels.

By 2001, expand all regional implementation plans to include strategies for ENERGY STAR buildings that encourage comprehensive solutions and performance measures; update annually.

Within the Rebuild America products and services portfolio, effectively integrate the ENERGY STAR platform, benchmarking tools, building label process, and procurement guidance and services. Emphasize a single set of performance benchmarks based on ENERGY STAR criteria.

Continue using ENERGY STAR Small Business services and marketing support to provide additional resources for partnerships interested in working with their business communities.

Confirm realistic and compelling metrics needed to quantify results from projects planned and completed by partnerships. Develop effective methods for gathering meaningful data for these metrics, and collect and report progress on a regular basis throughout the planning period.

Promote integrated design and planning processes for project development, complemented by sound financing guidance to bring high-performance/high-visibility buildings on-line quickly. Recognize that project development and financing methods can differ by sector, State, and region.

Place strong emphases and resources on the K-12 schools sector. In coordination with the Energy Smart Schools Campaign, target efforts on school districts that are actively engaged in construction or rehabilitation cycles. Throughout the planning period, assure that at least 50% of all partnerships are planning and carrying out improvements in K-12 schools.

Develop early approach methods for identifying city and county development and redevelopment projects. Work proactively with communities that are currently considering or pursuing major revitalization and redevelopment initiatives to ensure the inclusion of energy-efficiency components.

Goals & Objectives

Goal 2 - Help Partnerships Implement Community-wide EERE Improvements

Objective 1: By 2005, at least 50% of all partnerships will be involved in a range of EERE activities extending beyond building improvements, increasing to at least 75% by 2010.

Objective 2: By 2005, at least 25% of all partnerships will have self-sustaining community-wide programs, with this proportion increasing to 50% by 2010.

Strategies

Position Rebuild America as a gateway for community-wide EERE activities within DOE Headquarters and Regional Offices, and in cooperation with other Federal agency partners such as HUD, EPA, and HHS. Gradually expand the focus of regional implementation plans to encourage partnerships to include elements such as new residential and commercial construction, renewable energy, transportation, and waste management systems within their Action Plans.

Encourage State Energy Offices to use Rebuild America partnerships as the primary planning and implementation structure for their community-targeted energy-efficiency and renewable energy initiatives. Expand the scope of activities for Strategic Partners and the membership of Business Partners commensurate with this broadened focus.

Support the training of architecture, engineering and other design professions through workshops and training for practitioners. Consider offering certification credits at the university level to spread expertise to the next generation of design professionals. Couple this professional training with support for education at the K-12 levels to build a foundation for the future.

Continue a strong focus on actions to reach public and institutional markets, while substantially strengthening penetration into private sector markets within communities. Emphasize the broad benefits of energy efficiency on job creation, affordable housing, environmental quality, infrastructure renewal, and direct operating cost reductions.

Identify and work effectively with organizations that can aid in providing local financial support for partnerships. Examples include: (1) Public Utility Commissions, State Legislatures, and other allies who can help position Rebuild America as a channel for the use of Public Benefits Funds; (2) New construction consortia to help reach the residential homebuilders' market and the new commercial buildings industry; (3) Other initiatives already in process with Strategic Partners.

Use key partnership staff and Business Partners who have demonstrated success in building self-sustaining community-wide programs as leaders in ongoing peer-to-peer exchanges. Document the methods they used for transfer and replication in other partnerships.

Goals & Objectives

**Goal 3 - Provide
Technical Assistance
Tools, Resources and
Services**

Objective 1: By 2001, a core portfolio of analytical tools, resources and services will be available, accessible, and expandable to match the growing scope of partnership activities.

Objective 2: By 2005, tools, resources and services produced by States, Regional Offices, and Strategic and Business Partners will form 30% of the assistance portfolio, rising to 70% by 2010.

Strategies

Complete the assembly of a core set of assistance resources and services that are most commonly requested and needed by partnerships. This portfolio should include technical assistance tools, technology guides, and financing advice deliverable through print and electronic media, as well as workshops and training. Sources include materials available from DOE and its national laboratories, as well as Strategic and Business Partners, successful partnerships, and other Federal agencies.

Effectively integrate the ENERGY STAR platform, benchmarking tools, building label process, and procurement guidance and services. Emphasize a single set of performance benchmarks based on ENERGY STAR criteria.

Make all program documents and tools easily accessible through the world wide web, and provide a seamless intranet system designed to enhance information exchange, coordination of program services, and peer-to-peer exchange. Ensure that the web site includes linkages to products and services available from the program's Strategic and Business Partners, and its partnerships.

Continually improve access to and quality of reference and technical assistance services available to partnerships from EREC. Ensure that EREC functions effectively in concert with the Rebuild America web site and supports gateway functions as the scope of partnership activities expands.

Incrementally expand the core portfolio and the web site to provide a gateway to products and services available from States, Strategic and Business Partners, and other Federal agencies. Focus on resources and tools that can advance partnerships from concept to execution and help them address a broad array of community energy needs. New resource materials and services will not be developed by Rebuild America unless they meet a critical partnership need and are not easily available elsewhere.

For all workshops and assistance services, define and consistently apply a viable entry and exit strategy. The strategy will set forth expectations for assistance services, preparations required of a partnership prior to furnishing them, and follow-up after the provision of those services. Similarly, it will define responsibilities and guidelines for service providers.

As the planning period proceeds, ensure that Strategic Partners and Business Partners have increasing responsibilities for the delivery of assistance services to partnerships, including on-site assistance, workshops, and training. Coordinate these increasing responsibilities with the program's regional implementation plans, and with the activities of State Energy Offices.

Goals & Objectives

Goal 4 - Ensure a Well-trained and Sufficient Force of Program Representatives

Objective 1: By 2001, define core competencies and a road map of roles and responsibilities for Program Representatives. Begin regular training and continue for the planning period.

Objective 2: Increase full-time Program Representatives drawn from State, Regional, and other sources annually, to represent at least 75% of all Program Representatives by 2010.

Strategies

Continually assess partnership needs for services from program representatives, and the adequacy of their skills and resources. From those assessments, develop a simple and coordinated road map that describes the roles and responsibilities of program representatives in serving partnerships well and efficiently. Use this road map for training program representatives, and for communicating their roles and responsibilities to partnerships and other program participants.

Based on the assessment and “road map” above, define core competencies required of program representatives, develop a training curriculum for those capabilities, and schedule and conduct regular training sessions for program representatives throughout the planning period. Update the curriculum and the training schedule annually.

Coordinate training for program representatives with training for State Energy Offices, Regional Support Offices, NASEO, and other Strategic Partners. In addition to specific Rebuild America elements, the training must also cover ENERGY STAR offerings, other relevant EERE programs and resources, and the development of solution sets to meet individual community needs.

Define an internal growth management plan for program representatives and service delivery that can accommodate the program’s anticipated growth and expansion in scope. Ensure that the plan builds on well-targeted and leveraged use of available funds, skills, personnel and networks. To accommodate that growth, the management plan is expected to increase program representatives drawn from State Energy Offices and other sources not funded directly by Rebuild America.

Deliver technical assistance products and services that are coordinated by program representatives through a balanced mix of focused workshops, electronic resources, individualized support, and peer-to-peer exchange, with key roles for Strategic and Business Partners.

In all activities, recognize that relationships with partnerships and partners are Rebuild America’s main strength, and that “face-time” is essential in developing and maintaining the value of those relationships. Ensure that the program’s network of experts, partnerships, peers, partners, and the relationship-building among them remains one of the program’s most valuable products.

Goals & Objectives

Goal 5 - Leverage Partnership Support with Public Benefits Funds and Other Resources

Objective 1: By 2001, define actions that aid partnerships in accessing Public Benefits Funds (PBF), and in capturing other fiscal opportunities to support energy-efficiency measures.

Objective 2: By 2005, energy efficiency will have become an integral and accepted part of electric utility restructuring legislation as it evolves and is implemented on a State-by-State basis.

Strategies

Develop resources and services to guide partnerships in accessing Public Benefits Funds (PBF), and their use of utility restructuring as both relate to community-wide EERE strategies. Consider broadening this activity to address other supply side strategies, and to address States that are developing or have recently adopted enabling legislation for energy performance contracting.

Cultivate and implement alliances at national, regional, and state levels to leverage product, service, and fiscal resources. Examples include DOE's Weatherization Assistance Program, all ENERGY STAR offerings, and other relevant DOE initiatives.

Consider refining the links with DOE's State Energy Program (SEP) Special Projects solicitations and Rebuild America Special Project funding for States to encourage increased attention to the strategies set forth above. Reconsider how to expand the Special Projects to include more states. Also identify ways in which local governments can gain access to direct funding.

Create general principles and a continuing legislative strategy with support from State Energy Offices and the National Conference of State Legislatures. Define these principles and strategies in cooperation with partnerships in States where relevant legislation is proceeding most rapidly.

Throughout the planning period, encourage States to assist partnerships in developing specific proposals tied to PBFs, and to support such activities as part of annual SEP project offerings from DOE. Train program representatives regularly during the planning period on the linkages and activities in progress among Rebuild America, PBF's and utility restructuring.

Goals & Objectives

**Goal 6 - Ensure a
Viable and Integrated
Network of Strategic
and Business Partners**

Objective 1: By 2001, formalize agreements and ongoing networks with Strategic Partners (national associations) and Business Partners (private firms) to support Rebuild America's objectives.

Objective 2: By 2005, Strategic and Business Partners will be responsible for delivering 30% of the program's technical assistance services to partnerships, with that portion rising to 70% by 2010.

Strategies

Confirm and formalize continuing working agreements and leadership assignments with Strategic Partners that represent and have significant influence on decisions made by leaders within each of Rebuild America's six customer sectors. Assure that the Strategic Partners collectively represent the key policy, management, and financial interests of each customer sector. Define specific overall objectives for the Partners, plans for their expansion, and means to coordinate activities among them. Update the management plan annually.

Confirm and formalize Action Plans and leadership assignments among key Business Partners that offer products and services needed by Rebuild America partnerships. Assure that the Business Partners collectively provide a meaningful range of technical, equipment, and financial resources and/or expertise. Define specific overall objectives and guidelines for the Partners, plans for expansion, and means to coordinate activities among them. Update the management plan annually.

Determine means to coordinate activities among Strategic and Business Partners. Encourage the formation of national and/or regional coalitions among Strategic Partners, Business Partners, and partnerships that support Rebuild America's mission, aid experience exchange, and add value for community partnerships. An example of one such existing entity is the Western Regional Coalition.

Develop and apply high-profile national, regional, state, and local marketing strategies with Strategic Partners, Business Partners, and other national organizations to raise the profile, visibility and brand name awareness of Rebuild America among key stakeholder groups.

Deliver products and services to partnerships with Strategic Partners and Business Partners in close coordination with Program Representatives. Connect partnerships with local resources; integrate Strategic and Business Partners as active members of the overall Rebuild America network; and coordinate Business Partners with ENERGY STAR Allies and Small Business Partners.

Where appropriate, pursue and engage staff from selected Strategic Partners to serve as Program Representatives for partnerships formed and led by their members.

Goals & Objectives

Goal 7 - Promote and Market the Program and Partnerships

Objective 1: Engage existing partnerships to complete projects by connecting them with tools, resources and solutions available from Rebuild America, Business Partners and Strategic Partners. Document efficiency projects in each DOE region to show a measurable increase in number of projects completed by 50% each year to 2010.

Objective 2: Prepare and execute a strategic marketing plan that builds on core business goals and uses on-line and off-line strategies to increase the number of ENERGY STAR labeled buildings in Rebuild America partnerships by 50% and the number of schools participating in the Energy Smart Schools campaign by 50% each year to 2010.

Objective 3: Promote and publicize partnership projects and the national program to gain support from decision makers and increase public awareness and visibility. Generate media coverage (broadcast, print or on-line) of at least 50 million impressions each year; increase visits to website each year by 50% and leverage marketing dollars from the private sector at a ratio of 3:1.

Strategies

Develop effective ways to showcase results from collected data (see Goal #1, Objective #3) to stakeholder groups including DOE management, States, partners, and partnerships.

Work with Rebuild America's State Coordinators and Program Representatives to connect them with resources and assist them in statewide outreach to increase the visibility of partnership activities. Provide partnerships with services to help them gain support from local leadership and move projects forward.

Position Rebuild America web site as a community portal for energy-efficiency information and project tools. Use intranet as the communications and management backbone for the program and network of partnerships.

Implement five special outreach programs each year to key stakeholders including Congress, Strategic Partner organizations, utilities, and energy/environmental interest groups.

Support marketing and communications functions as integral parts of regional implementation plans. Assist regional teams in carrying out their marketing plans, and in promoting activities at the regional level in cooperation with regional, state or local chapters of Strategic Partners.

Ensure that each program representative and each partnership has a toolbox of marketing and media materials, guidance, and easy access to marketing and publicity services. Provide materials and methods for partnerships to market and publicize their accomplishments.

Provide technical and marketing support to Rebuild America's K-12 Market Sector Manager, and work with ENERGY STAR Buildings staff and the Department of Education to promote energy efficiency in schools nationally. Work closely with the U.S. Environmental Protection Agency, DOE officials, and community leaders to coordinate recognition activities and joint events. Conduct media outreach at national and local levels. Provide partnerships with benchmarking tools and information about building labels.

Conduct comprehensive media outreach through print, broadcast, and internet channels, including media events with high-level officials to celebrate partnership successes. Produce national coverage and arrange speaking engagements and opportunities for officials and local leaders. Recognize and showcase partnerships as successful and self-sustaining models for replication by others. Ensure that success stories from showcase partnerships are widely distributed to targeted audiences.

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